

Selecting a Chief

Trustees primary responsibilities

- As fiduciaries for the tax payers, ensure the Districts financial health
- Recruit, hire and retain a Chief that manages the Districts resources to meet current and future needs.

As a Board, assess the State of the District:

- Is the District operating effectively and efficiently in the following areas:
 - Operations
 - Culture
 - Morale
 - Finances
 - Union relations

- The answers to the above will help you determine your needs in your next leader

What are the Boards expectations for the next Chief

- Based on your assessment you can determine if you need a “Change Agent” or a Chief that will maintain the current status
- Your answer to the above will help you update the Job Description
 - Position expectation
 - The Boards education and experience requirements

The Recruitment process

- Determine who will be on the interview team.
 - Trustees
 - Outside Chief Officer with position knowledge
 - District Attorney
 - Others
- Plan to schedule two interview sessions:
 - Initial screening interviews to select the top 3-5 candidates
 - Final interview of the top 3-5 candidate's

The Recruitment process

- Plan on at least two interview sessions
 - Prepare a list of standard question for the *initial interview* that focus on the Boards expectations
 - Prepare a list of standard questions for the *final interview* using the input from answers that you received in the initial interview.
 - Ask the candidates to expand on their answers during the final interview.

The Recruitment process

- Even if you have a succession leader within the department, consider opening the recruiting process
 - Provides comparison to other candidates strengths and weakness
- Consider using a professional recruiting firm
 - Casts a wider net for potential candidates
 - They do the initial screening and background checks

Make your decision

- The advantage of a team interview approach is the feedback
- Each team member will have their opinions of the pros and cons of each candidate
- As a team you will reach a common consensus on the best candidate